



# CNPS Strategic Plan Development

Process for Developing Strategic Objectives,  
Tactics, and Measures



# Responsibility for Planning in CNPS

- ❑ Chapter Council establishes the strategic direction of the Society and by developing and approving the mission, vision, and goals of CNPS.
- ❑ The Board of Directors is charged with fiscal oversight and development of objectives, tactics and measures.
- ❑ Chapters and the State organization are jointly responsible for implementing the strategic plan.

*With the most in depth knowledge of CNPS finances and day to day operations, the Board of Directors is positioned to develop and approve objectives, tactics and measures that can be reasonably achieved given current and likely resources.*



## Chapter Role in Planning

The Board of Directors is best positioned to evaluate resources and resource constraints in connection to strategic plan development and implementation through its five statewide programs.

*However, in order for CNPS to achieve the full force and power of a strategic plan, our Chapter leadership must also provide strategies, tactics, and measures that can help CNPS realize its mission and vision.*

Chapter input, ideas, and suggestions are necessary in order for CNPS to realize its mission and vision through a solid, and realistic strategic plan.



## Status of the CNPS Strategic Plan

- ❑ Mission and Vision were approved by Chapter Council in the December, 2009 meeting
- ❑ Fourteen strategic goals were approved by Chapter Council on March 13, 2010.
  - ❑ The Council also approved the top five priority goals
- ❑ The Ed and staff has been working to define projects through the five programs that help implement the goals.



# Status of the CNPS Strategic Plan

***A lot of work has been done already, but.....***

*without defined objectives, tactics (specific actions) and specific, quantifiable measures, how can we tell whether or not we are achieving what we set out to do when Chapter Council established our strategic direction by approving the Mission, Vision, and Goals for CNPS?*



## Ad Hoc Planning Committee

- ❑ In January the ED organized a new joint representative planning committee to begin the work of rounding out our strategic plan. Committee members:
  - ❑ Brett Hall, CNPS President
  - ❑ Lauren Brown, CNPS Board Vice President
  - ❑ Sara Jayne, CNPS Secretary
  - ❑ David Magney, Chapter Council President
  - ❑ Bill Hunt, East Bay Chapter Delegate
  - ❑ Gabi McLean, San Gabriel Mountains Chapter Delegate
  - ❑ Tara Hansen, Executive Director



## Committee Process

**Members of the Committee have agreed to meet for 90 minutes or more each week , and begin by working on the five top priority goals.**

***The Committee will be:***

- Soliciting Chapter input and suggestions prior to the June and September Chapter Council Meetings.
- Presenting progress on the plan development at the meetings and providing opportunities for discussion and feedback;
- Attempting to complete its work on the plan for ratification by the CNPS board in September.



## Top Five Priority Goals

- ❑ Increase public awareness about the importance of native plants and natural habitats and the need to protect them by expanding the resources of all CNPS programs.
- ❑ Serve a greater role as a synthesizer and distributor of information about California native plants and plant communities by cooperating with diverse data providers, including public agencies, academic institutions, private organizations, and individuals along with CNPS's own wealth of data in members, chapters, and programs.
- ❑ Advocate for the maximum protection of native plants and increase CNPS's presence and involvement in both state and regional land use planning efforts that support habitat and resource conservation.
- ❑ Expand CNPS's membership to 15,000 members by 2012.
- ❑ Develop stable and sufficient financial resources.





# Important Questions

- What are the dependency relationships between the 14 goals?
- What is the state currently doing to achieve each goal, and what additional strategies could be implemented through state programs, and to what extent are those strategies contained by capacity and resource issues?
- What are chapters doing to achieve each goal, and what additional strategies could be implemented through chapters? What limitations constrain chapters?
- What is our competition doing?
- For each goal, what are the specific targets we want to achieve during the time frame of the planning period?
- Are there things happening in our external environment that might constrain our ability to meet our desired targets?
- What tools will we use to measure our success?

# Goal 1

**Increase public awareness** about the importance of native plants and natural habitats and the need to protect them **by expanding the resources of all CNPS programs.**

- Increasing public awareness = increasing outreach and education
- Expanding resources of CNPS programs = expanding resources



# Goal 1 - Examples

**Increase public awareness** about the importance of native plants and natural habitats and the need to protect them **by expanding the resources of all CNPS programs.**

- ❑ **Strategy** → Develop and implement an effective fund raising plan with defined revenue objectives
  - ❑ **Tactic** → Expand foundation cultivation program
    - ❑ **Measure** → Total grant dollars/funding year over year
- ❑ **Strategy** → Encourage a strong organizational focus on developing a friendly, diverse, and approachable culture within the society.
  - ❑ **Tactic** → Implement the communication plan throughout the organization
    - ❑ **Measure** → Growth in membership and volunteers.
- ❑ **Strategy** → Increase public awareness through offering field trips, plant sales, and educational programs and outings through chapters.
  - ❑ **Tactic** → Develop annual event plans and publish on the chapter and state web sites
    - ❑ **Measure** → Event attendance and growth in volunteers and memberships.



# Additional Strategies, Tactics, Measures for Goal 1?

*What Can Chapters Do?*

## Goal 2

***Serve a greater role as a synthesizer and distributor of information*** about California native plants and plant communities ***by cooperating with diverse data providers***, including public agencies, academic institutions, private organizations, and individuals along with CPS's own wealth of data in members, chapters, and programs.

- ❑ Synthesizer and distributor = development of organized systems to house and distribute data
- ❑ Cooperating with diverse data providers = forming partnerships

## Goal 2

*Serve a greater role as a synthesizer and distributor of information about California native plants and plant communities by cooperating with diverse data providers.....*

- ❑ **Strategy** - Develop key agency and organizational partnerships for data sharing
  - ❑ **Tactic** - Develop joint funding proposals with other organizations on various data projects
    - ❑ **Measure** - Number of partnerships formed, acres mapped
- ❑ **Strategy** - Establish and maintain lists of locally significant species and habitats
  - ❑ **Tactic** - Encourage botanists to provide plant locality information to online databases, such as Cal Flora.
    - ❑ **Measure** - Number of plants added, delisted, reviewed.



# Additional Strategies, Tactics, Measures for Goal 2?

*What Can Chapters Do?*

## Goal 4

***Advocate for the maximum protection*** of native plants ***and increase CNPS's presence and involvement*** in both state and regional land use planning efforts that support habitat and resource conservation.

- ❑ Advocate for the maximum protection = CNPS must be in the fight.





## Goal 4

***Advocate for the maximum protection*** of native plants ***and increase CNPS's presence and involvement*** in both state and regional land use planning efforts that support habitat and resource conservation.

- Strategy -**
  - Tactic -**
    - Measure -**
  
- Strategy -**
  - Tactic -**
    - Measure -**



# Additional Strategies, Tactics, Measures for Goal 4?

*What Can Chapters Do?*



Questions?